HUMAN RESOURCES

1. OVERVIEW

MISSION

Supporting excellence in the GNWT Public Service through the delivery of innovative, quality human resource services.

GOALS

1. Support to management's human resource decision-making that results in productive and positive human resource management practices.
2. Integrated, client-focused programs and services that are simple, timely and consistent.
3. Streamlined and simplified administrative systems and processes.
4. Recruitment and retention of a capable, competent public service that is representative of the people it serves and that focuses on results.
5. A work environment that promotes employee development, safety and wellness and that offers an opportunity for positive labour/management relations.

PROPOSED BUDGET ($000)

Total Operating Expenses	$46,909
Compensation & Benefits	$39,174
Grants & Contributions	—
Other O&M	$7,656
Amortization	$79
Infrastructure Investment	—

PROPOSED POSITIONS

Headquarters (HQ)	43 positions
Regional/Other Communities	4 positions

KEY ACTIVITIES

- Management and Recruitment Services
- Corporate Human Resource Services
- Employee Services
- Human Resource Strategy and Policy

Strategic Actions

The Department will take the following actions in support of the government's strategic initiatives:

Refocusing Government

- Improve Human Resource Management in the NWT
  - Implementing the NWT Public Service Strategic Plan *20/20: A Brilliant North*
  - Stabilizing Service Delivery
  - Capacity Building

2. Emerging Issues

Demographic Changes

Overall demographic change continues to be a challenge, consistent with the information in the 2008-2012 HR Business Plan. There are a number of demographic issues being faced by the GNWT that impact human resource services. The current GNWT workforce is aging and there is a strong need to plan for both the development of staff and the transfer of corporate knowledge between experienced staff and those newer to the organization. The aging of the general population will also change the demands on GNWT programs, which also needs to be anticipated in the staffing mix.

Among existing employees and potential recruits, there is an expectation of work-life balance. This is demonstrated through the regular use of programs such as the Deferred Salary Leave program and flexible work arrangements. Many employees also have expectations of the ability to engage in volunteer activities in their communities. The GNWT must continue to explore ways of providing this balance while ensuring program and service delivery to NWT residents.

In some employee groups, there is an increasing interest in short-term or casual work, creating pressure on departments, boards and authorities to regularly fill positions and create systems that allow for continuity of service to clients despite different service providers.

Competitive Market, Some Shortages

Despite the difficulties currently facing the Canadian economy, the GNWT still competes against a wide variety of employers, including other governments, Crown corporations, private sector companies, and non-profit organizations. Many of these employers have considerably greater financial resources than the GNWT, and are able to offer higher salaries and benefits. In some cases, they are also able to offer their employees greater accessibility to services and fewer challenges related to living and working in the North. Nationwide, there are severe labour shortages in some occupational groups. While the nursing shortage has received much attention, there are other skilled occupations in many fields that are also very difficult to recruit, such as engineering and specialized information technology.

While the number of northerners with post-secondary education or specialized training and experience is increasing, the demand for these individuals has also grown.

Another challenge for the GNWT is that in some cases employees have treated Public Service employment as a means to learn a skill or occupation and then leave for other jobs in the private sector, Aboriginal government, and community governments when they have acquired the skills or experience they require.

Fiscal Environment

The NWT economy continues to evolve, creating challenges for the GNWT in recruiting and retaining employees. While the GNWT's overall compensation package is competitive, some sectors offer more short-term benefits which may be attractive to a section of the workforce. During the last

round of collective bargaining with the UNW, the GNWT's first goal was to develop a sustainable public service – one that balances the need to invest in the public service with the need to remain fiscally prudent.

Promoting Northern Employment

Issues that continue to be a challenge for both recruitment and retention include housing and isolation, as well as cost of living factors. These issues impact not only those individuals being recruited from the south but also those contemplating a move between communities or returning from post-secondary education and deciding which community to work in.

Increasing Demands on the Public Service

Over the past two decades, the complexity of public service jobs has increased. As a result, government jobs often require more education and experience than in the past. This complexity comes from factors such as changing technology, added influence from other jurisdictions in some areas of operation and additional program responsibilities. As well, in an era of instant information, the public's expectations of the Public Service have increased which requires additional effort by GNWT staff.

3. 2010-11 Planning Information

The detailed description of planned activities for the department includes the following sections:

a) Fiscal Position and Budget
b) Update on Key Activities and Results Reporting
c) Update on Strategic Activities
d) Legislative Initiatives
e) Human Resource Overview
f) Information System and Management Overview

a) Fiscal Position and Budget

Departmental Summary

	Proposed Main Estimates 2010-11	Revised Estimates 2009-10	Main Estimates 2009-10	Main Estimates 2008-09
			($000)	
OPERATIONS EXPENSE				
Directorate	590	571	464	705
Management and Resruitment Services	7,802	7,591	7,295	7,341
Corporate Human Resources	13,512	10,425	10,207	7,689
Employee Services	13,198	11,838	11,643	11,663
Human Resource Strategy and Policy	5,888	5,638	5,470	4,855
TOTAL OPERATIONS EXPENSE	40,990	36,063	35,079	32,253
REVENUES				

Note: Revised Estimates for 2009-10 includes the 2009-10 allocation of the funding associated with the recently concluded Collective Agreement between the Government of the Northwest Territories and the Union of Northern Workers, in the amount of $984,000.

OPERATION EXPENSE SUMMARY

	Main Estimates 2009-10	Revised Estimates 2009-10	Proposed Adjustments: Forced Growth	Proposed Adjustments: Strategic Initiatives	Proposed Adjustments: Sunsets and Other Adjustments	Proposed Adjustments: Internal Reallocations	Proposed Budget 2010-11
				($000)			
Directorate							
Directorate	464	571	19				590
							0
Total Activity	**464**	**571**	**19**	**0**	**0**	**0**	**590**
Management and Recruitment Services							
Management	345	641	210				851
Recruitment Unit	1,830	1,830					1830
Allied Health Recruit	526	526					526
HR Service Centers	4,594	4,594					4594
Total Activity	**7,295**	**7,591**	**210**	-	-	-	**7,801**
Corporate Human Resources							
Management	3,094	3,312	129	3,017	-100		6,358
Job Evaluation	1,172	1,172					1,172
Labour Relations	983	983	220		-179		1,024
Employer of Choice	1,698	1,698					1,698
Recruitment Support	3,260	3,260					3,260
Total Activity	**10,207**	**10,425**	**349**	**3,017**	**-279**	**0**	**13,512**
Employee Services							
Management	438	453	180				633
Payroll	1,386	1,386					1386
Benefits	9,241	9,421	1,180				10601
Data Mgt	424	424					424
Helpdesk	154	154					154
Total Activity	**11,643**	**11,838**	**1,360**	-	-	-	**13,198**
Human Resource Strategy and Policy							
Management	1,204	1,372	114	136			1,622
Information Services	2,675	2,675					2,675
Research & Reporting	225	225					225
Quality Assurance	235	235					235
Corporate Support	351	351					351
Amortization	780	780					780
Total Activity	**5,470**	**5,638**	**114**	**136**	**0**	**0**	**5,888**
TOTAL DEPARTMENT	**35,079**	**36,063**	**2,053**	**3,153**	**(279)**	-	**40,990**

Note: Revised Estimates for 2009-10 includes the 2009-10 allocation of the funding associated with the recently concluded Collective Agreement between the Government of the Northwest Territories and the Union of Northern Workers, in the amount of $984,000.

Forced Growth under Proposed Adjustments includes funding associated with the increased cost of delivering services and also the 2010-11 allocation of the funding associated with the recently concluded Collective Agreement between the Government of the Northwest Territories and the Union of Northern Workers, in the amount of $653,000.

b) Update on Key Activities and Results [illegible]

CORPORATE MANAGEMENT

Description

The Directorate provides leadership and direction to the Department. The Directorate also provides strategic human resource advice to the Minister as well as to Deputy Ministers and Deputy Heads across the GNWT.

Major Program and Service Initiatives 2010/11

The Department of Human Resources, with resources provided through the *Refocusing Government* initiative, will continue the implementation of the NWT Public Service Strategic Plan *20/20: A Brilliant North.*

The major focuses in year two of *20/20: A Brilliant North's* three year action plan include:

- Continued improvement of human resource service delivery from the Department of Human Resources through: customer service training; employee development through formal learning plans; clarified roles and responsibilities; streamlined business processes; and feedback from a client satisfaction survey.
- Piloting an aboriginal employee training program to promote the advancement of aboriginal employees into management positions within the GNWT.
- Conducting a comprehensive occupational supply and demand outlook for the NWT.
- Developing outreach programs to NWT high school and college campuses.
- Promoting cross-cultural awareness opportunities for employees.
- Providing, in partnership with bargaining representatives, safety awareness training for employees.
- Ongoing labour relations training for managers and supervisors.
- Establishing a "Green Community of Interest".
- Confirming and communicating management competencies.
- Implementing learning and development programs.
- Piloting learning plans for specific employee groups.
- Piloting a new performance management framework.
- Establishing a succession planning framework.
- Implementing a framework for Departmental Human Resource Plans.

Four Year Business Plan Update

Results to Date

The Department of Human Resources led the development of a NWT Public Service Strategic Plan *20/20: A Brilliant North*. *20/20: A Brilliant North* which was released in June 2009 and provides the GNWT with a 10 year plan and accompanying three year action plan with specific actions that are

measurable to assist the GNWT in meeting the 5 strategic goals contained in the plan.

Successful negotiations were concluded with the Northwest Territories' Teachers Association, the Northwest Territories Medical Association and the Union of Northern Workers that resulted in updated terms and conditions for all three groups through to 2012.

The stabilization of human resource services has been, and continues to be, a high priority of the Department of Human Resources:

- client service training was provided to all employees within DHR,
- internal working groups have been reviewing processes
- and as a result of investments received through the *Refocusing Government* initiative, a transition team has been established to focus on streamlining human resource procedures and eliminating the backlog in pay and benefits.

Changes to Four Year Plan

No changes to the Four Year Plan have been identified.

KEY ACTIVITY 1: MANAGEMENT AND RECRUITMENT SERVICES

Description

The Management and Recruitment Services Division is responsible for the provision of general human resource services to management that support recruitment and retention of a qualified, competent and representative Public Service.

In August 2009, Management and Recruitment Services underwent a structural change to provide better support to the regional offices and bring a regional perspective to the senior management table. The new structure includes two Regional Superintendents who are responsible for the following regions: Superintendent North (Inuvik) Inuvik and Norman Wells; Superintendent South (Fort Smith) Fort Smith, Hay River and Fort Simpson.

Major Program and Service Initiatives 2010/11

An emphasis for 2010/2011 will be, in conjunction with Corporate Human Resources, supporting the development of Departmental Human Resources Plans to line up with the NWT Public Service Strategic Plan – *20/20: A Brilliant North*.

A focus in 2010/11 will be the implementation of recommendations to human resources' process changes, including the recruitment process, that are identified by the Transition Team.

Four Year Business Plan Update

Results to Date

Work is ongoing on the development of the electronic recruiting (E-Recruit) function within the Human Resources Information System (HRIS – Peoplesoft). This will shift the hiring process away from paper and towards electronic media. It is anticipated that phase one of E-Recruit will be rolled out in 2009/10.

A Transition Team has been established to work with the Management and Recruitment Services Working Group to review client service delivery and update existing processes. In addition to a work plan, sub-committees have been created to work collaboratively with the Transition Team Leader to review and correct the problem areas highlighted in the plan.

Changes to Four Year Plan

No changes to the Four Year Plan have been identified.

Measures Reporting

Measure 1: Percentage of competitions completed within 8 weeks.

2007/08 - 571 completed, 181 within the 8 week timeline (31.70%)
2008/09 - 693 completed, 336 within the 8 week timeline (48.48%)

Measure 2: Number of Upheld Grievances.

2006/07 – baseline – 1
2007/08 – 3
2008/09 - 2

Measure 3: Number of Substantiated Human Rights Complaints.

2006/07 – baseline – 0
2007/08 – 0
2008/09 - 8

Measure 4: Percentage of Substantiated Workplace Conflict Resolution Complaints.

2006/07 – baseline – 3 complaints; 67% substantiated
2007/08 – 2 complaints; 0% substantiated
2008/09 - 12 complaints; 0% substantiated

Measure 5: Number of Staffing Appeals and Percentage Upheld.

2006/07 – baseline – 54 Appeals; 11.11% upheld
2007/08 – 49 Appeals; 12.24% upheld
2008/09 – 38 Appeals; 21.05% upheld

KEY ACTIVITY 2: CORPORATE HUMAN RESOURCE SERVICES

Description

The Corporate Human Resources' Division is responsible for the provision of human resource management planning frameworks and strategic support services across government.

This Division is responsible for co-ordinating the implementation of the NWT Public Service Strategic Plan *20/20: A Brilliant North*. The Plan provides a 10-year framework for the development of a Public Service with a public focus. In support of achieving the goals set out in the Plan, the Division co-ordinates government-wide human resource management programs, particularly in the areas of recruitment, retention, workforce adjustment, employee recognition, management and leadership development, and employee training and development.

The Division also strives to provide a comprehensive and clear framework of terms and conditions of employment that:

- is broadly used and understood,
- promotes harmonious labour/management relations,
- results in fair and consistent treatment of staff,
- promotes productive work environments, and
- results in high service and ethical standards within the Public Service.

Major Program and Service Initiatives 2010/11

The emphasis in 2010/11 will be on the continued implementation of the NWT Public Service Strategic Plan *20/20: A Brilliant North*. The second year of the implementation of the three year action plan includes specific actions to achieve the five strategic goals of the Plan. Some of the specific actions Corporate Human Resource Services is responsible for are:

1. Fixing the Foundation
    - Development of customer service skills
2. Engage: Magnetic Attraction
    - piloting an aboriginal training program for aboriginal employees;
    - development of outreach programs to NWT high schools and college campuses;
    - partnering with Aboriginal and Community Governments to build capacity in the NWT public service,
3. Dazzle: Diverse Opportunities
    - encouraging and supporting employees to develop and implement environmental programs within their work locations,
4. Inspire: Expanding Horizons
    - communicating management competencies
    - defining and, implementing learning and development programs,
5. Renew: Charting a Path for Tomorrow
    - piloting a new performance management framework
    - establishing a succession planning framework.

A second emphasis in 2010/11 will be on reducing the backlog of grievances to be arbitrated.

Four Year Business Plan Update

Results to Date

The NWT Public Service Strategic Plan *20/20: A Brilliant North* was developed in consultation with stakeholders in 2008-09 and finalized in early 2009-10. A three-year action plan with specific actions that have measurable targets was developed. Work commenced in 2009-10 on the actions identified in year one of the action plan.

An Aboriginal Employees Advisory Committee was established. Six GNWT employees from across the NWT were selected to sit for two-year terms as members of the Committee. The overall mandate of the Committee is to increase the number of indigenous Aboriginal employees hired and retained by the GNWT.

The majority of employees affected by the budget reductions in 2008-09 and 2009-10 were successfully redeployed within the GNWT.

Bi-monthly meetings were established with both the Union of Northern Workers and the Northwest Territories Teachers' Association to strengthen the relationships by providing forums for the parties to discuss areas of concern and share information affecting union employees.

An Essential and Emergency Services Agreement with the Union of Northern Workers was reached for the first time.

Changes to Four Year Plan

The investigative role under the Workplace Conflict Resolution Policy has moved to the Labour Relations Section of the Corporate Human Resources Division.

The Compensation Analysis and Design Specialist moved from the Corporate Human Resources division to Strategy and Policy.

Measures Reporting

Measures identified in the four year business plan for this key activity area.

Measure 1: Percentage of Affected employees redeployed.

2006/07 – baseline – 10 affected employees: 80% redeployed
2007/08 – 13 affected employees: 46% redeployed
2008/09 – 91 affected employees: 62.6% redeployed

Measure 2: Number of training sessions offered

2006/07 – baseline – 153
2007/08 – 129
2008/09 - 64

Measure 3: Turnover Rate across the GNWT.

Turnover rates are tracked and reported in the Public Service Annual Report based on a calendar year rather than fiscal year.

2006 – baseline – 13.7%
2007 – 14.7%
2008 – 15.3%

Measure 4: Number of Arbitration Hearings Completed

2006/07 – baseline 15
2007/08 – 6
2008/09 – 65 grievances referred to arbitration – 6 formal hearings conducted

Measure 5: Number of Grievances Settled.

2006 – baseline – 15
2007/08 – 8
2008/09 – 65 grievances referred to arbitration – 55 resolved (25 settled through Minutes of Settlement and 30 withdrawn by the Union of Northern Workers)

Measure: 6 Percentage of Job Evaluations Appealed.

2006/07 – baseline – 347 jobs evaluated: 1.2% appealed
2007/08 – 373 jobs evaluated; 1.6% appealed
2008/09 – 192 job evaluated; 5.6% appealed

KEY ACTIVITY 3: EMPLOYEE SERVICES

Description

The Employee Services Division is responsible for providing compensation, benefits, data management and helpdesk services to the Public Service that are timely, accurate, relevant, courteous and helpful. Compensation services for all GNWT full-time, part-time, and casual employees, including boards and agencies such as the Health Authorities and Divisional Education Councils, are delivered by the Employee Services Division from the Payroll Section. Employee Benefits are delivered for Headquarters employees from the Division. The Data Management Section is responsible for the entry and management of data for GNWT Headquarters employees. The Helpdesk is the first point of contact within the Department of Human Resources for GNWT employees and managers who require information, advice, assistance or counseling on human resource issues. They are also the first point of contact for a number of organizations the Department of Human Resources conduct business with, such as insurance providers, Service Canada, and Superannuation.

Major Program and Service Initiatives 2010/11

A focus in 2010/11 will be the implementation of recommendations to human resources' process changes, including the resignation process, that are identified by the Transition Team. Work will continue to address the backlog in pay and benefits.

Four Year Business Plan Update

Results to Date

In 2009-2010, a Transition Team has been established within Employee Services. This six person team is dedicated to reducing pay and benefits backlogs and improving processes in Headquarters and the regions.

Work is ongoing to reduce the backlog of pay, benefits and former employee issues. In addition, in conjunction with the Directorate, work has been undertaken to assess current workload of staff and determine resources required to minimize backlogs and stabilize services on an ongoing basis.

The Employee Services Working Group was established in September 2008. The Working Group conducts reviews of current issues and pressure points in the areas of pay, benefits, data management; assesses the backlog; reviews Helpdesk processes and protocols; and implements improvements and recommends solutions to alleviate these ongoing concerns.

A sub-group of the Employees Services Working Group, the HR Systems Working Group, was established to conduct reviews of the HR systems issues identified by the Employee Services Working Group. The Working Group developed protocols and implemented improvements and recommended solutions to alleviate these ongoing system concerns.

Changes to Four Year Plan

No changes to the Four Year Plan have been identified.

Measures Reporting

Measure 1: Number of backlogged pay and benefits issues unresolved for a month or more as at March 31st.

Outstanding Payroll issues over 1 month old
2006/2007 (Mar'07) = 1403
2007/2008 (Mar'08) = 1099
2008/2009 (Mar"09) = 1015

Benefit Items Outstanding

March 2007 (all outstanding items) - all service centers

- 1,452 outstanding items. Of the 1,452 outstanding items, 863 require some action to be taken and 589 items have been partially processed and cannot be completed until additional information has been received.

March 2008 (items outstanding for more than 1 month) – all service centers

- 1,890 outstanding items, of the 1,563, 1,199 require some action to be taken and 364 items have been partially processed and cannot be completed until additional information has been received

March 2009 (items outstanding for more than 1 month) – all service centers

- 1,291 outstanding items. Of the 1,291 outstanding items, 792 require some action to be taken and 499 items have been partially processed and cannot be completed until additional information has been received

Measure 2: Number of off-cycle cheques produced.

Average Off Cycles produced per pay period
2006/2007 (March 2007) = 94
2007/2008 (March 2008) = 113
2008/2009 (March 2009) = 81

Measure 3: Establish baseline data relating to completion times for issues such as: Records of Employment, Final Pays, Retirements/Terminations and leave counseling and measure response times on an on-going basis.

Due to a lack of resources baseline data have not been gathered. The gathering of this data is one of the objectives of the Transition Team. Gathering data for this measure still in progress.

Measure 4: Number of employee information sessions offered.

Employee documentation sessions: baseline - 105 sessions
Pre-retirement counseling: baseline – 127 sessions
Retirement counseling: baseline – 103 sessions
Other termination counseling (medical/layoff/resignation/dismissals): baseline – 142 sessions

Measure 5: Percentage of Helpdesk inquiries completed by immediate response, and within one week.

December 2007 to 31 March, 2008

Average percentage of queries resolved **immediately** and **ticketed**:

	Immediately	Ticketed
When received by phone:	80%	20%
When received by e-mail:	45%	55%

Of inquiries ticketed: 62% were closed within 7 days. The average number of days to close tickets was 18.22 days.

1 April, 2008 to 31 March, 2009

Average percentage of queries resolved **immediately** and **ticketed**:

	Immediately	Ticketed
When received by phone:	77.2%	22.9%
When received by e-mail:	47.1%	52.8%

Of inquiries ticketed: 39% were closed within 7 days. The average number of days to close tickets was 11.71days.

Beginning in 2008/09 Helpdesk has been used by HR Staff for internal requests. Tickets generated for these requests have been included in the statistics relating to response time, in addition to the inquiries received from external clients. A closed call can be reopened and then closed again. This will change the closed date well into the future of the original date.

KEY ACTIVITY 4: HUMAN RESOURCES STRATEGY AND POLICY

Description

The Human Resource Strategy and Policy Division is responsible for government-wide human resource management strategies, legislation, policies, guidelines and practices as well as quality assurance services to ensure consistent and fair application of the legislation, policies and guidelines. It is also responsible for government-wide human resource communications and management of the Human Resources Information System (HRIS). The Division also provides research and analysis, records management and financial planning to the Department.

Major Program and Service Initiatives 2010/11

The revision of the *Public Service Act* and Regulations is a priority for the Division.

A review and update to the Workplace Conflict Resolution Policy is planned.

A comprehensive review of the Human Resource Manual is underway to ensure an updated manual that meets the needs of identified users and incorporates best practice. All directives are to be reviewed and updated, or confirmed, every three years. A formal review and approval process will be presented to the Financial Management Board for consideration.

Systems work for 2010/2011 includes planning for phases 2 and 3 of E-Recruit; enhanced end user training particularly in the area of Self Service and planning for an upgrade of HRIS to PeopleSoft.

Four Year Business Plan Update

Results to Date

HRIS was integrated with the System for Accountability and Management (SAM) and the first phase of E-Recruit will be implemented in 2009/2010.

Ratification of Collective Agreements

Union of Northern Workers (UNW) - The collective agreement between the GNWT and the UNW expired on March 31, 2009 and a new agreement was ratified on June 19, 2009. Negotiations resulted in a three-year collective agreement effective April 1, 2009 to March 31, 2012 with an overall increase of 11.3% to total compensation for UNW members over the three years.

Northwest Territories Teachers' Association (NWTTA) - The collective agreement between the GNWT and the NWTTA expired on August 31, 2008 and a new agreement was ratified on May 22, 2008, prior to the end of the existing agreement. Negotiations resulted in a four-year collective agreement effective September 1, 2008 to August 31, 2012 with an overall increase of 17.8 % to total compensation.

Physicians – The physicians' contract expired April 1, 2008. With the assistance of a mediator, a four-year agreement was successfully mediated with the NWT Medical Association and signed off February 3, 2009. The contract is from April 1, 2008 to March 31, 2012. Physicians will receive pay increases over four years ranging from 10% to 12.5% in total .

Changes to Four Year Plan

The investigative role under the Workplace Conflict Resolution Policy has moved to the Labour Relations Section of the Corporate Human Resources Division.

The Compensation Analysis and Design Specialist moved from the Corporate Human Resources division to Strategy and Policy.

Measures Reporting

Measures identified in the four year business plan for this key activity area.

Measure 1: Number of Sections of the Human Resource Manual updated.

2006/07 – baseline - 82
2007/08 – 61
2008/09 – 7 - Work on this initiative was delayed awaiting outcome of collective bargaining.

Measure 2: Percentage of Workplace Conflict Resolution Policy investigations completed.

2006/07 – baseline - 30% of complaints filed under WCRP were investigated. 10 complaints received and formally assessed under the policy, of which met 3 the policy mandate and were followed up by investigation. All received and completed in the same fiscal year.

2007/08 - 30% of complaints received under the WCRP were investigated. 10 complaints received and formally assessed under the policy, of which 3 met the policy mandate and were followed up by investigation. All received and completed in the same fiscal year.

2008/09 - 33.3% of complaints received under the WCRP were investigated. In total, 12 complaints were received and formally assessed under the policy, of which 4 met the mandate of the policy and were followed up by formal investigation. All were received and completed in the same fiscal year.

Misconduct Investigations

Fiscal year 2006/2007: led 6 misconduct investigations and arranged for investigators and/or reviewed report etc. on an additional 3

Fiscal year 2007/2008: led 3 misconduct investigations and arranged for investigators and/or reviewed report etc. on an additional 4.

Fiscal year 2008/2009: led 2 investigations misconduct investigations and arranged for investigators and/or reviewed the draft report on an additional 3.

Measure 3: Successful negotiation of collective agreements.

Collective bargaining agreements have been successfully concluded. The agreements all expire in 2012.

Measure 4: Successful completion of policy and legislation reviews.

2006/07
Public Service Act: Review and research began.
Whistleblower protection: Research began, working group created.
Criminal records checks: Research began, working group created.
Employment Equity: Possible amendments proposed to AOC.
Violence in the Workplace Policy: Draft policy created for review.

2007/08
Public Service Act: Review and research continues and is a priority for the division.
Employment Equity: Recommendations pending in HR Strategy.
Whistleblower protection: Work will proceed to complete reviews on the potential for this legislation.
Criminal records checks: Work will proceed to complete reviews on this matter.
Code of Conduct: changes are completed respecting Conflict of Interest and Oath of Office and Secrecy of Employees.
Email and Internet Guidelines for GNWT Employees: Work completed.
Violence in the Workplace Policy: Work continues.

2008/09
Work related to legislation and policy was deferred due to pressures resulting from vacant positions and collective bargaining of three contracts over the last year and a half.

Public Service Act: Review and research continues and is a priority for the division.
Employment Equity: Recommendations pending in HR Strategy.
Whistleblower protection: Deferred to 2009/10
Criminal records checks: Deferred to 2009/10
Violence in the Workplace Policy: Deferred to 2010/11

STRATEGIC INITIATIVE: REFOCUSING GOVERNMENT

Action: Improve Human Resource Management in the NWT

Description

20/20: A Brilliant North

The Department of Human Resources will continue to co-ordinate the implementation of the NWT Strategic Plan *20/20: A Brilliant North*. Under the guidance of the five Deputy Ministers, each assigned to lead one of the strategic initiatives contained in the Plan, the focus in 2010/11will be on implementing the second year of *20/20: A Brilliant North's* three-year action plan. The three year action plan includes specific actions aimed at achieving the five strategic goals of the Plan:

1. Fixing the Foundation
2. Engage: Magnetic Attraction
3. Dazzle: Diverse Opportunities
4. Inspire: Expanding Horizons
5. Renew: Charting a Path for Tomorrow

Stabilizing Service Delivery

To stabilize service delivery the Deputy Minister of Human Resources will lead the Fixing the Foundation Initiative. Management at all levels, and human resources leaders and employees, recognize that there are service issues which must be addressed. Steps have already been initiated to address some of the service issues and progress is being made.

Work to support capacity building at all levels of government in the NWT

The Department of Human Resources is also working with the Department Municipal and Community Affairs to develop options to implement collaborative actions, in partnership with community governments and Aboriginal governments, to develop and retain staff in the territorial and community government public services.

Activity to Date

20/20: A Brilliant North

With the aim to improving human resource management within the NWT a Strategic Plan for the NWT *20/20: A Brilliant North* was finalized in June 2009. The five strategic goals in the plan have each been assigned a Deputy Minister to champion the goal and to lead the specific actions.

Stabilizing Service Delivery

In order to fix the foundation, DHR is proposing to add to the backlog team to eliminate the backlog and to improve pay and benefits processes and to reduce the on-going accumulation. Growth in the public service without adding resources to the pay and benefits function has put strain on existing processes so DHR will add two additional positions to assist with the backlog.

Work to support capacity building at all levels of government in the NWT

A Public Service Capacity Working Group has been formed that consists of the Department of Human Resources, MACA, the Local Government Administrators of the Northwest Territories and the Northwest Territories Association of Communities. The Working Group has examined program models in other jurisdictions including the feasibility of application in the Northwest Territories context and is currently engaged in program design, with information on programs being available to community governments and other stakeholders in fall 2009.

Potential areas of programming being explored include:

- Development of a local government administrator trainee program;
- Mentorship programs;
- Good Governance development and training;
- Marketing and recruitment initiatives to attract young people to work in municipal government;
- Support to the Local Government Administrators of the Northwest Territories to extend their capacity building initiatives;
- Shared services opportunities between the GNWT and community governments including secondment and transfer opportunities; and
- Opportunities for "pooling" of human resource related functions amongst communities.

Planned Activities: 2010-11

20/20: A Brilliant North

The emphasis in 2010/11 will be on the continued implementation of the NWT Public Service Strategic Plan 20/20: A Brilliant North. The second year of the implementation of the three year action plan includes continued development of customer service skills, piloting an aboriginal training program for aboriginal employees, development of outreach programs to NWT high schools and college campuses, partnering with Aboriginal and Community Governments to build capacity in the NWT public service, encouraging and supporting employees to develop and implement environmental programs within their work locations, defining and communicating management competencies, implementing learning and development programs, piloting a new performance management framework, and establishing a succession planning framework.

Stabilizing Service Delivery

The DHR will also establish a Transition Team whose primary objective will be to minimize the current backlog this will include: conducting an in-depth analysis of work processes and making recommendation on how to streamline processes to minimize duplication of effort and reduce the number of manual processes, identifying and establishing a short and long term staff development plan, developing effective procedures manuals, in addition members of the Transition Team will assist in reducing the backlog in employee pay & benefit and increase support in the area of Management Recruitment Services. In order to facilitate the Service stabilization DHR is proposing to retain the four additional positions approved for 2009-2010 on an indeterminate basis to provide improved services to departments and agencies.

Work to support capacity building at all levels of government in the NWT

Programs and supports to support community government capacity will be implemented. The Department of Human Resources will continue its role on the Working Group and with stakeholders to refine strategies to support the recruitment/retention of qualified community government staff.

Planned Activities: 2011-12 and Future Years

Implement *20/20: A Brilliant North*

The Department of Human Resources will continue to lead the implementation of the NWT Strategic Plan *20/20: A Brilliant North.*

Work to support capacity building at all levels of government in the NWT

The Department of Human Resources will continue to work collaboratively with MACA and community and Aboriginal governments to support public service capacity building within the NWT.

d) Legislative Initiatives

Activity to Date

Research on possible changes to the *Public Service Act* and its Regulations has been gathered from other jurisdictions.

Planned Activities – 2010/11

With the Legislative Proposal for the *Public Service Act* and its Regulations approved, work will begin on drafting the new legislation.

Planned Activities – 2011/12

In 2010/2011 a proposed draft of the legislation the *Public Service Act* and its Regulations will be prepared as the basis for consultation with stakeholders, including the Union of Northern Workers and the NWT Teachers' Association.

In 2011/12 the legislation should be finalized and presented to the Legislative Assembly.

e) Human Resource Overview

Overall Human Resource Statistics

All Employees

	2009	%	2008	%	2007	%	2006	%
Total	173	100	161	100	166	100	193	100
Indigenous Employees	111	64	94	58	101	61	115	60
Aboriginal	60	34	51	32	56	34	67	35
Non-Aboriginal	51	29	43	27	45	27	48	25
Non-Indigenous Employees	62	36	67	42	65	39	78	40

Note: Information as of March 31 each year.

Senior Management Employees

	2009	%	2008	%	2007	%	2006	%
Total	6	100	5	100	6	100	4	100
Indigenous Employees	5	83	4	80	4	67	3	75
Aboriginal	1	16	0	0	0	0	0	0
Non-Aboriginal	4	66	4	80	4	67	3	75
Non-Indigenous Employees	1	16	1	20	2	33	1	25
Male	1	16	0	0	0	0	0	0
Female	5	84	5	100	6	100	4	100

Note: Information as of March 31 each year.

Non-Traditional Occupations

	2009	%	2008	%	2007	%	2006	%
Total	4	100	4	100	4	100	4	100
Female	2	50	2	50	2	50	3	75
Male	2	50	2	50	2	50	1	25

Note: Information as of March 31 each year.

Employees with Disabilities

	2009	%	2008	%	2007	%	2006	%
Total	173	100	161	100	166	100	193	100
Employees with disabilities	2	1	2	1	1	1	0	0
Other	171	99	159	99	165	99	193	100

Note: Information as of March 31 each year.

Position Reconciliation

This information differs from the employee information on the preceding page. Employee information reflects actual employees on March 31 of each year, and the information presented below reflects position expenditures approved through the budget process for each fiscal year.

Active Positions

Summary:

	2009-10 Main Estimates	Change	2010-11 Business Plan
Total	170	14	184
Indeterminate full-time	170	14	184
Indeterminate part-time	-	-	x
Seasonal	-	-	x

Adjustments During the Year:

Position	Community	Region	Added/ Deleted	Explanation
Client Services Manager	Yellowknife	HQ	Added	2009/10 Ongoing Service Stabilization
Manager Policy	Yellowknife	HQ	Added	2009/10 Ongoing Service Stabilization
Payroll Review Officer	Yellowknife	HQ	Added	2009/10 Ongoing Service Stabilization
Benefits Review Officer	Inuvik	NS	Added	2009/10 Ongoing Service Stabilization
Transition Team Leader	Yellowknife	HQ	Added	2009/10 Ongoing Transition Team
Transition Review Officer	Yellowknife	HQ	Added	2009/10 Ongoing Transition Team

NOTE: Funding for these positions listed above was approved in 2009/10. However, the final allocation of this position funding was determined by the Public Service Strategic Plan, *20/20: A Brilliant North*. The Plan was completed after the 2009-10 Business Plans. Therefore, the positions above were not included in the 2009/10 Business Plan, and are being presented at this time.

Payroll Review Officer	Yellowknife	HQ	Added	2010/11 Ongoing Service Stabilization
Senior Benefits Officer	Yellowknife	HQ	Added	2010/11 Ongoing Service Stabilization
Policy Officer	Yellowknife	HQ	Added	2010/11 Ongoing Service Stabilization
Data Management	Yellowknife	HQ	Added	2010/11 Ongoing Service Stabilization
Data Management	Yellowknife	HQ	Added	2010/11 Ongoing Service Stabilization
CHR Programs Officer	YK/Fort Smith	HQ/SL	Added	2010/11 Implementation of Strategic Plan
Diversity Officer	Yellowknife	HQ	Added	2010/11 Implementation of Strategic Plan
Client Services Manager	Inuvik	NS	Added	2010/11 Implementation of Strategic Plan
Duty to Accommodate	Yellowknife	HQ	Added	2010/11 Implementation of Strategic Plan
Transition Specialist (1 Year Term)	Yellowknife	HQ	Deleted	2010/11 Clinic Transition Planning

Other Human Resource Information

One of the stated priorities of the Legislative Assembly is to "improve human resource management within the GNWT." To address this priority, a ten-year NWT Public Service Strategic Plan, *20/20: A Brilliant North* and accompanying three-year Action Plan were developed and tabled in the Legislative Assembly on June 4, 2009. The Strategic Plan outlines specific actions to address the goal to both promote Affirmative Action throughout the GNWT and to develop Human Resource Plans for each department.

The three-year Action Plan includes the development of a framework for departmental plans to be developed by August 31, 2010. It would be expected that departments could complete their HR Plans by the end of 2010-11 and these would be incorporated into subsequent business plans. The creation of these plans will ensure a consistent and coordinated approach across government, providing equitable opportunities for all staff.

The tables below indicate the statistics on the departments' human resource activities with respect to summer students, interns, graduate placements, and transfer assignments for 2009.

Summer Students				
Total Students	Indigenous Employees (Aboriginal + Non Aboriginal	Indigenous Aboriginal	Indigenous Non-Aboriginal	Non-Indigenous
18	17	10	7	1

Graduate Placements				
Total Grad Placements	Indigenous Employees (Aboriginal + Non Aboriginal	Indigenous Aboriginal	Indigenous Non-Aboriginal	Non-Indigenous
4	4	1	3	0

Transfer Assignments				
Total Transfer Assignments	Indigenous Employees (Aboriginal + Non Aboriginal	Indigenous Aboriginal	Indigenous Non-Aboriginal	Non-Indigenous
21	13	5	8	8

Activities Associated with Staff Training & Development

Summer Students and Interns

The Department of Human Resources continues to use summer students and interns to support the development of northerners to become Human Resource professionals.

The Department currently has 4 interns, 1 who is indigenous aboriginal and 3 who are indigenous non-aboriginal. The Department initially intended to have one additional intern however has been unable to find a graduate student interested in the area of payroll.

The Department hired 18 summer students in the summer of 2009. The Department will attempt to hire 20 in 2010.

Developmental Opportunities

The Department continues to utilize and support transfer assignments to provide developmental opportunities and cross train staff. In June 2009, the Department had 21 active transfer assignments. Going forward the Department will focus on providing and supporting developmental transfer assignments to aboriginal employees to enable them to advance within the Department and GNWT.

Training General

- Human Resources also continued its focus on improving customer service by providing customer service training to every employee within the Department. Phase one of customer service training was provided in February 2009 with the second phase being conducted in June 2009 to continue the momentum experienced from the earlier training.
- As part of the performance development process and the implementation of *20/20: A Brilliant North* the Department implemented the requirement to establish learning plans for every employee in the Department.
- One week on-the-job training sessions were provided in the Yellowknife Service Center to three new regional MTA/Benefit Officers. They reviewed processes for Benefits Administration, Medical Travel and Ultimate Removal Administration and some Payroll Administration. Medical Travel/Ultimate Removal training was held at the Inuvik Service Center for two days in February, 2009.
- Training was provided in Yellowknife to all regional Data Management clerks from 24-28 November, 2008. This 5 day training session covered leave, clearances, and job data entry.
- A second training session was held in Yellowknife for all Regional and Headquarters Data Management clerks in February 2009, from the 23rd to the 27th. This training was in preparation for year end procedures, and concentrated on the administration of leave, using the specialized leave edit panel.
- A two day conference was held in Yellowknife for all regional and headquarters management & recruitment services staff in December 2008. Training sessions covered areas of labour relations, job evaluation, employee recognition, investigations, customer service & an overview on recruitment processes.

- Financial training was provided to all regional managers, in May and June, in two in-person training sessions. The training was on variance reporting and was held in Yellowknife .
- Finally, the Associate Deputy Minister was mentored by a more experienced Deputy Minister.

f) Information System & Management Overview

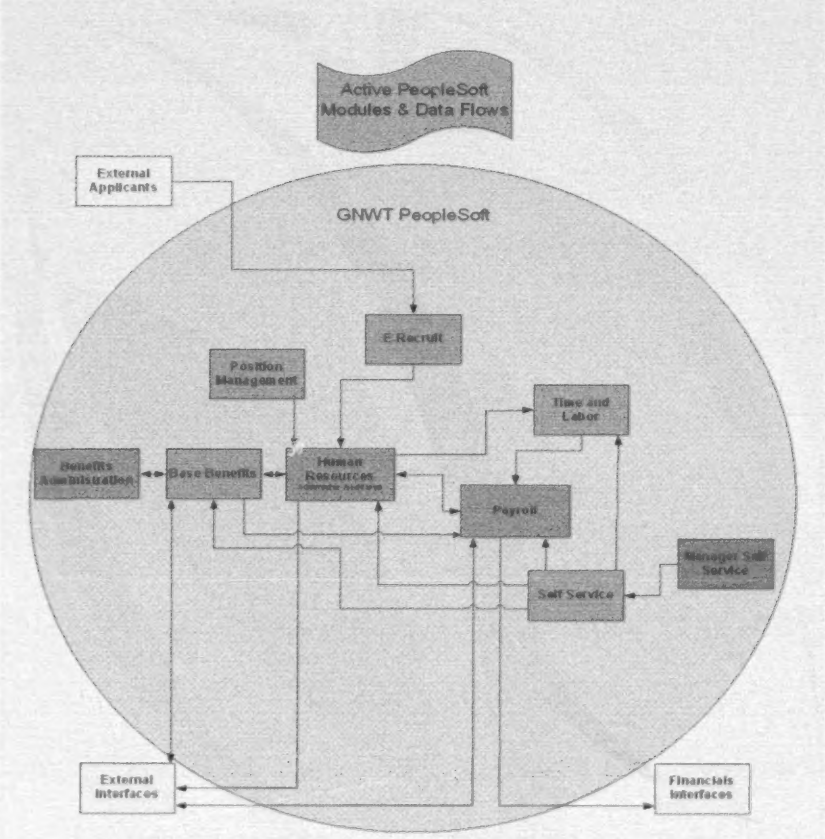
Overview

The Department of Human Resources is responsible for the Human Resource Information Systems (HRIS) also referred to as Peoplesoft.

Work is ongoing to improve functionality, including that for Self Service Users in Peoplesoft version 8.9.

Currently the HRIS is running version 8.9 of Peoplesoft. Current modules include Payroll, Benefits, Benefits Administration, Time and Labour, Human Resources and Self Service. Phase one of E-Recruit is scheduled to be implemented in 2009/2010.

Servers to support the system are operated and maintained by the Technology Services Centre (TSC) within the Department of Public Works and Services.



Planned Activities – 2010-11

Phases 2 and 3 of the E-Recruit are scheduled to be implemented during 2010/11.

Planned Activities - 2011-12

A PeopleSoft upgrade is planned to take place during 2011/12.

4. Future Strategic Direction for the Department

One of the stated priorities of the Legislative Assembly is to "improve human resource management within the GNWT through training, career planning, and encouraging innovation by employees." The NWT Strategic Plan *20/20: A Brilliant North* was developed to provide strategic direction relating to this priority and will guide the Department's activities through 2019.